



**NCUA**  
National Credit Union Administration

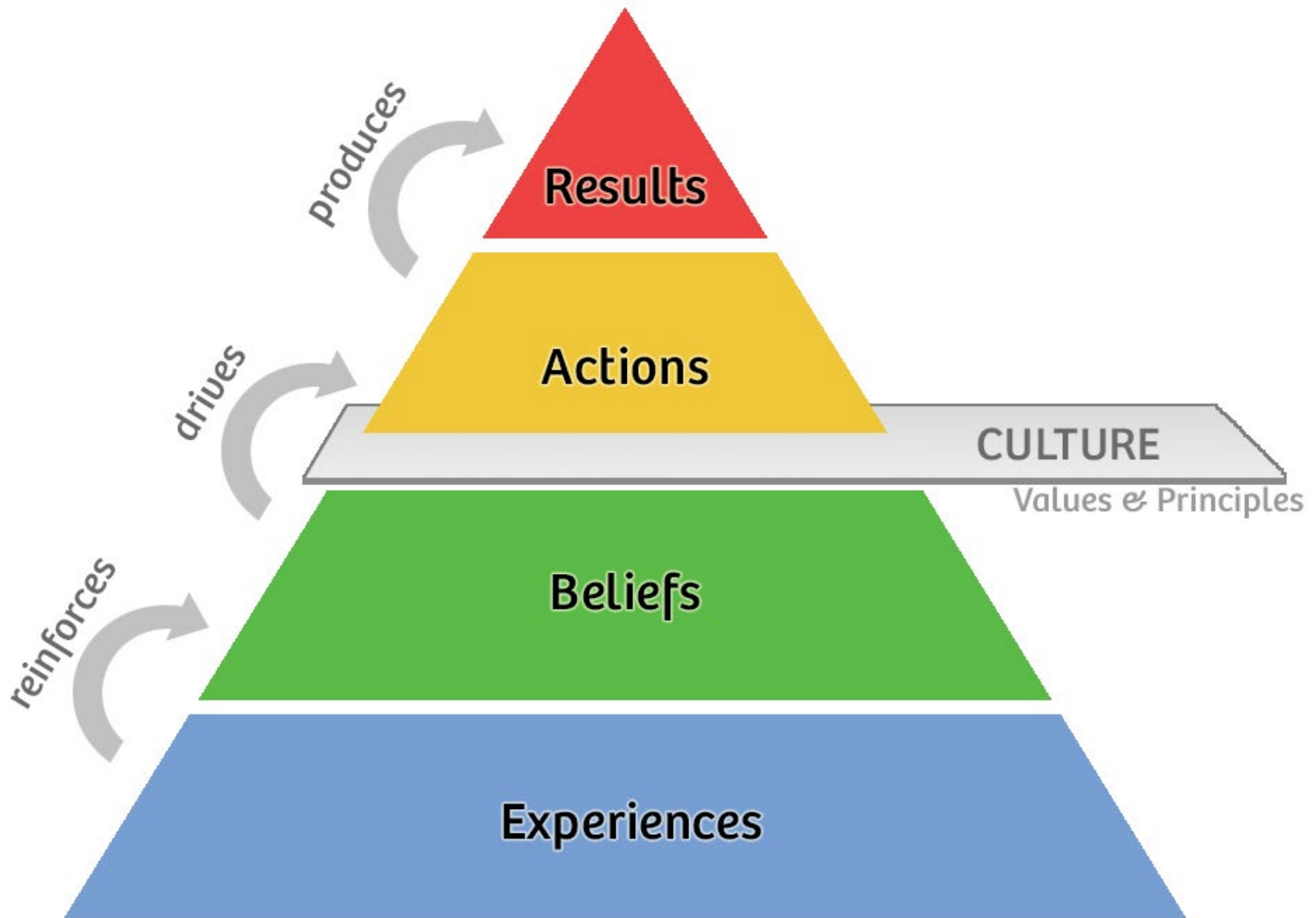
**Miguel A. Polanco, Director**  
**Office of Minority and Women Inclusion**

# **NCUA Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan 2024-2026**

**January 18, 2024**

# Office of Minority and Women Inclusion

- **Section 342, Dodd-Frank Act**
  - Requires federal financial regulatory agencies to report annually on successes, challenges for prescribed diversity standards
    - Financial regulators' workforce and supplier diversity
    - Assessment of regulated entities' diversity practices



The Results Pyramid© Culture Partners

Based on the New York Times Bestseller *Change the Culture, Change the Game*

# DEIA Maturity Model

**Maturity transformation from  
Compliance → to Competence  
→ to Culture**

## **Compliance**

**Pre-2011**

- EEO
- Special emphasis programming
- Intern programs

## **Competence**

**2012**

- Diversity outreach
- Supplier diversity program
- Credit union diversity program

## **Competence**

**2016 - 2017**

- Employee Resource Groups
- Mentorship program
- Diversity training
- DEI strategic planning

## **Competence**

**2019**

- Culture, Diversity, Inclusion Council

## **Culture**

**2024 - 2026**

- Cross-functional ownership of DEIA

# Strategic Plan Alignment

- **Strategic objectives outlined in the 2024–2026 NCUA Strategic Plan**
  - Provide effective and efficient supervision (Objective 1.2)
  - Attract, develop, and retain an engaged, high-performing, diverse workforce within an inclusive, professional environment (Objective 3.1)
  - Ensure sound organizational governance (Objective 3.3)

# DEIA Mission & Vision

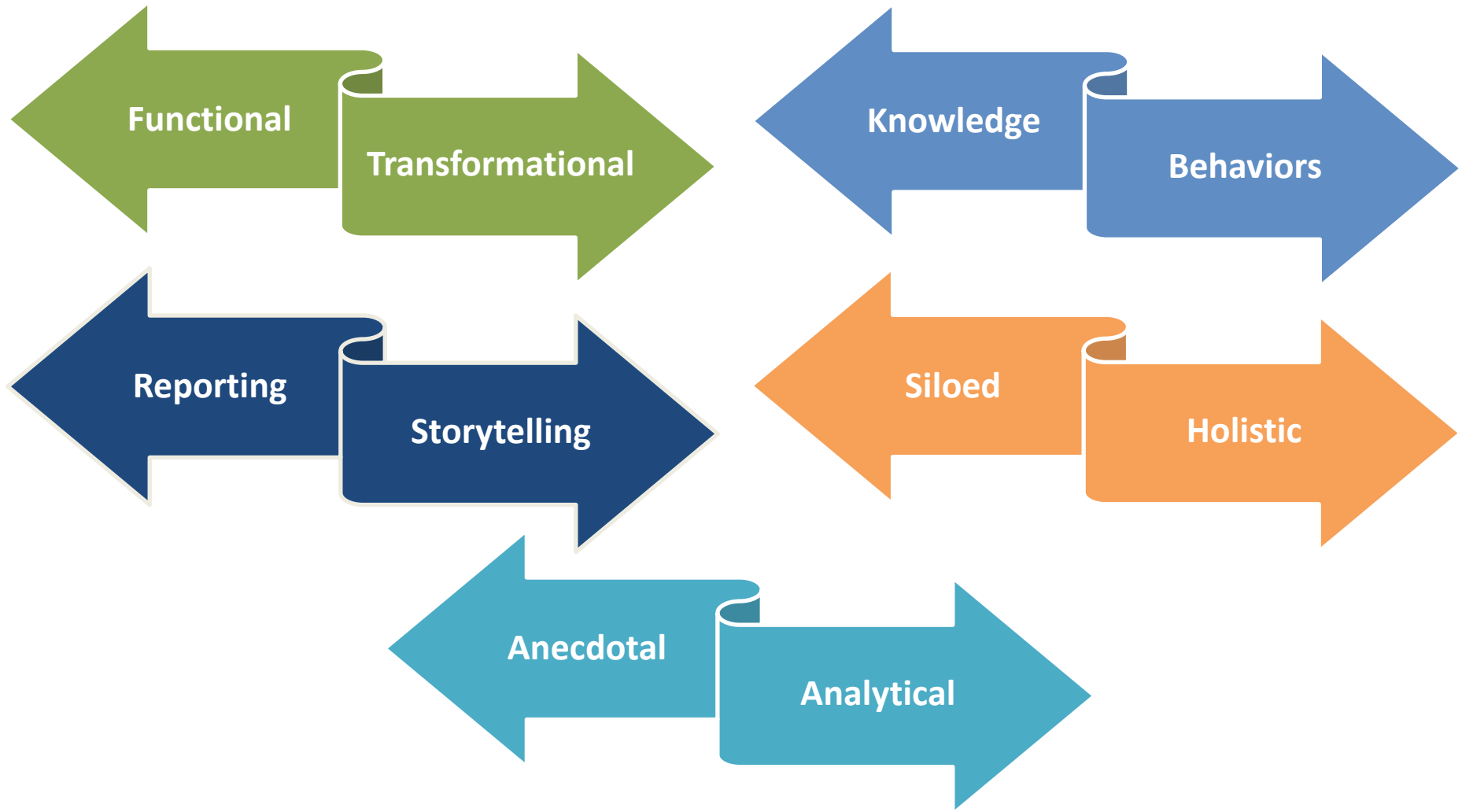
## NCUA DEIA Mission

Promote activities and behaviors that support diversity, equity, inclusion, and accessibility for all agency employees, credit unions, and our vendors, while actively identifying and eliminating obstacles that detract from a culture of inclusion and belonging.

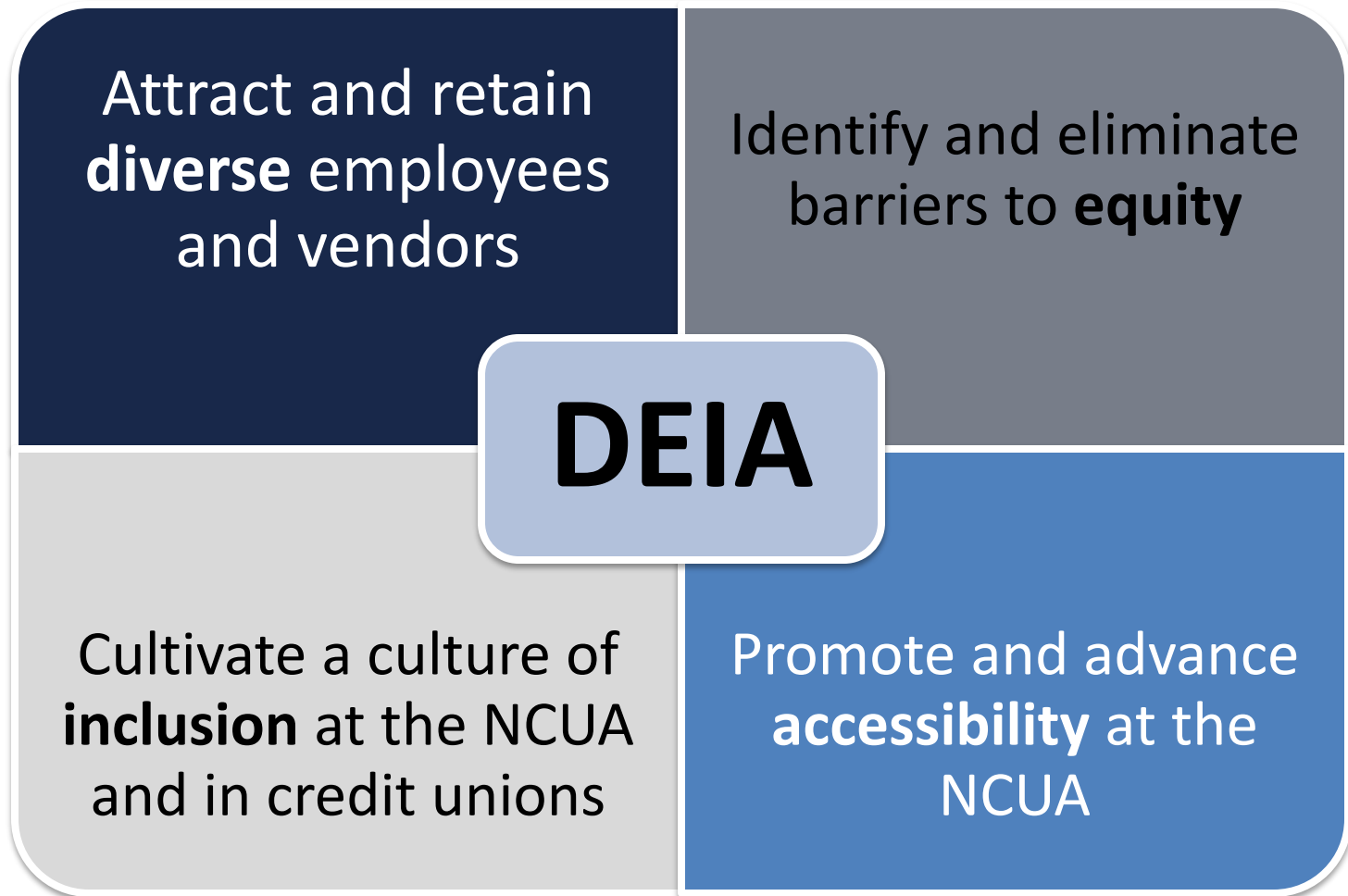
## NCUA DEIA Vision

Achieve an organizational culture of inclusion, allyship, and belonging in which a diverse body of employees, vendors, and credit union members feel consistently included, respected, and valued.

# Desired End State



# Strategic Goals





# Objective: Diversity

- **Workforce**

- Coordinate and execute evidence-based outreach to enhance the agency's recruitment footprint
- Promote a code of conduct
- Continue Intern/mentor/employee resource group opportunities
- Deploy enhanced DEIA training for leaders, employees

- **Vendors**

- Continue ongoing market research and sourcing of minority- and women-owned businesses
- Evaluate vendors' good faith efforts to promote diversity
- Conduct outreach to minority- and women-owned businesses

- **Industry**

- Create training and networking opportunities

# Objective: Equity

- **Workforce**

- Analyze data and processes (Federal Employee Viewpoint Survey, equal employment opportunity commission reports and barrier analysis)
- Leverage equal employment opportunity, Culture Diversity and Inclusion Council and Employee Resource Group programs
- Broaden awareness through communications and transparency

- **Vendors**

- Educate contracting officers and their representatives on supplier diversity
- Conduct supplier diversity program assessment and improvement
- Continue technical assistance

- **Industry**

- Support DEIA education (webinars, events, minority depository institution promotion)

# Objective: Inclusion

- **Workforce**

- Enhance leader competence in inclusive behaviors
- Engage regional offices in DEIA consultations
- Enhance inclusion through affinity groups and communities of practice

- **Vendors**

- Conduct minority- and women-owned businesses market research
- Promote contract processes and opportunity

- **Industry**

- Promote opportunities to cultivate and sustain DEI (Credit Union Diversity Self Assessment, Summit, Leagues, Credit Union Diversity Equity and Inclusion Collective)

# Objective: Accessibility

- **Workforce**
  - Conduct targeted outreach
  - Leverage hiring authorities / MPower Employee Resource Group
- **Vendors**
  - Conduct outreach to Service Disabled Veteran Owned Small Business & other disabled-owned businesses
  - Require Section 508 compliance in all contracts
- **Industry**
  - Support CU competence in attracting, retaining individuals with disabilities

# Other DEIA Strategies

- Affinity Groups
- Culture, Diversity, and Inclusion Council
- Special Emphasis Program
- OMWI Talks
- Disability Solutions Desk
- DEIA training channels on [LAMP](#) (NCUA Learning System)
- DEIA toolkits
- DEIA consultations
- Barrier analysis

# NCUA Culture 2026

The NCUA's DEIA strategic plan is the driver for change and maturity of culture over the next two years, resulting in agencywide ownership of DEIA

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## Competence

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## Competence

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- Culture, Diversity, Inclusion Council

## Culture 2024 - 2026

- Cross-functional ownership of DEIA

# 2024 NCUA DEIA Summit



**Save  
the  
Date!**

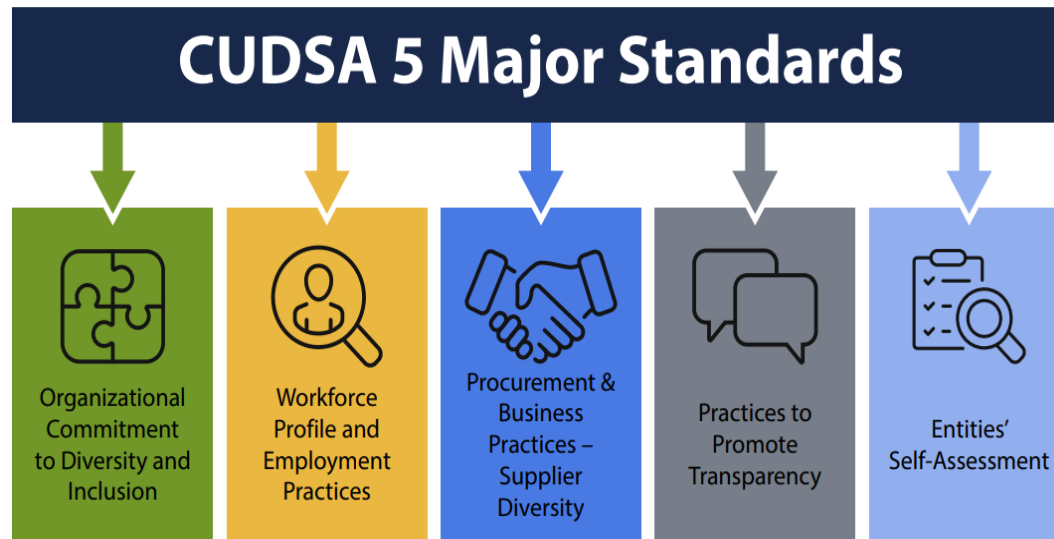
**July 9 - 11**

*Location TBD*

- DEIA speakers, panels & workshops
- Recommended for **credit union leaders, DEIA champions, and industry practitioners**

# 2023 Credit Union Diversity Self-Assessment

- **Submit by February 15, 2024**
  - Custom link sent to credit union CEO and board president
  - Confidential and secure
- **Data not shared with examination staff**





# Questions | Comments

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